

# Housing Management Bulletin

No. 6

MANAGEMENT DIVISION  
NATIONAL ASSOCIATION OF HOUSING OFFICIALS

November 30, 1943

## THE HOUSING HONEYMOON IS OVER

NAHO's Bulletin 158 (The Housing Honeymoon is Over -- Slum Clearance Has Begun), written by Mr. B. M. Pettit, Director of the Housing Authority of the City of New Haven, apparently expressed the convictions of a great many housers throughout the country. Apparently, the challenge of influencing "slum thinking" and of handling the "problem tenant" is being faced with the "imagination, courage, strength, patience, wisdom . . . and (sometimes) strong-arm methods" which Mr. Pettit prescribed.

Specific ways and means of tackling the job of conquering "the slum point of view" now that some of the country's slums have been conquered need more and more emphasis. One comment on the Bulletin (Mrs. Beatrice G. Rosahn, FPHA Region I Leasing and Occupancy Adviser) is as follows:

### Start at Tenant Selection

"My purpose in writing this letter is to emphasize, if possible, the need for greater recognition and more positive efforts on the part of both federal and local housing authorities to solve this problem of adjustment of public housing tenants to their new environment. Of course, much has been done through the Project Services Division of the Federal Public Housing Authority to help meet the needs of tenants for community organization, but the ultimate success of this effort depends to a great extent on the point of view of the local housing authority. Furthermore, it seems to me there should be greater coordination between the tenant selection function, on the local level, and the community activities program because the educational process really begins with the very first interview that takes place between the prospective tenant and the management staff. At present, the educational possibilities inherent in the tenant selection procedure, and during the moving-in and settling-down, periods are rather generally overlooked . . .

"The Utopia of a city without slums may indeed be a long way off; but if we are truly to progress toward this ideal state we must prepare today, not only to re-house the present slum dweller, but also to re-educate him."

### The Problem Family

Mr. Ray Y. Copelin, Project Manager of the Housing Authority of the County of Los Angeles, writes after reading the Bulletin: "I think a great many managers feel that some of the policies originally propounded were concocted by theorists and to my mind a 'theorist' is one 'whose teachings don't work but says he has a theory that will.'"

Mr. Copelin then relates his experience with a family in which there were two teenage boys who were responsible for leading other project youngsters into gang fights and virtual crimes. These boys were several times taken into court, fined, and finally jailed -- but at no time was the manager able to enlist the cooperation of the mother in improving the situation. Finally, upon advice of the judge before whom the boys were taken, the mother moved out of the project. Mr. Copelin says:

"I have gone into this case at length to show that some families are problem families and should not be permitted to live in a project. . . I have discussed the two or three similar cases with socially minded people but the nearest direct answer is that we should under no circumstances advocate removing the family from the project but should create more youthful activities and influence the parents through proper education. This is a beautiful theory but there are, as stated by Mr. Pettit, some few families to which this theory does not apply. . .

"Management in cooperation with school teachers, truant officers, Parent Teachers'

Associations, etc., have handled some cases very satisfactorily where the parents would cooperate. Our problem is what to do with the families whose parents positively refuse to cooperate."

#### Realtors' Theories

Of some interest in this connection are the theories on the management of low-rent properties advanced by Mr. Arthur W. Binns of the National Association of Real Estate Boards a few years ago at the time he undertook the rehabilitation of some slum housing in Philadelphia.

"It is proposed to set up an entirely different type of management policy than heretofore has been in existence. The principle of this management policy will be to approach the tenant-landlord relationship in a spirit of cooperation and through a policy of education to improve the good citizenship of the tenants. Also, to build up such a force of good will that the destructive forces usually present in the naturally hostile tenant-landlord relationship will be removed. The following outline suggests some of these policies:

"(a) An emergency medical service, tying in for emergency medical calls at hours and under conditions where people of low income are frequently unable to get a doctor.

"(b) Current monthly inspections by local supervisors of the house and encouragement to the tenant to maintain it, and to establish a sympathetic acquaintance with the tenant, together with small gratuities, such as, flowers upon the occasion of a wedding, or death; congratulations upon the birth of a child, and other little things which humanize the relationship.

"(c) Every effort to be made to assist the tenant by reason of our increased purchasing power, including the following: the sale of coal purchased in very large volume and distributed retail at just enough above cost to pay for handling. This coal to be paid off by a small monthly deposit in the form of rent and entitling the tenant to a certain number of tons of coal.

"(d) A credit refund for good housekeeping. That is, each tenant will be told the amount of maintenance that would normally be necessary due to carelessness on a house. If no such carelessness results throughout the year, he will be given a good tenant refund just before Christmas in the form of a check.

"(e) A furniture service, enabling newly-married people, or persons who have no furniture, to buy furniture on a rental basis as a part of their house rent.

"(f) Educational work through the issuance of a monthly magazine. The stimulus of competition in gardens, the awarding of prizes for the most interesting gardens and other moves tending to develop a high order of tenancy.

"(g) Rental insurance. An effort is to be made to work out a form of rental insurance which will insure the tenant for rent for a period of months if for any reason he becomes disabled."

#### New Division Members

- Arbuthnot, James G. - Director of Community Activities, Housing Authority of the City of Seattle  
 Baker, Henry C. - Management Services Chief, Federal Public Housing Authority, Region III, Washington, D.C.  
 Beard, John W. - Executive Director, Housing Authority of the City and County of San Francisco  
 Belcher, T. A. - Manager, Banning Homes, San Pedro (California)  
 Bird, Hope - Housing Authority of the County of San Bernardino and Housing Authority of the City of Needles (California)  
 Black, George L. - Executive Director, Housing Authority of the County of San Bernardino and Housing Authority of City of Needles (California)  
 Blandford, H. W. - Executive Director, Housing Authority of the City of Newport News (Virginia)  
 Boyle, E. R. - Executive Assistant, Housing Authority of the City of Vancouver (Washington)  
 Brower, I. C. - Assistant Director for Management, Region IV, Federal Public Housing Authority, Atlanta  
 Caffrey, John Gordon - Public Relations Aide, Housing Authority of the City of Vallejo (California)  
 Clark, O. H. D. - Maintenance Engineer, Region III, Federal Public Housing Authority, Washington, D.C.  
 Conger, Gene M. - Assistant Regional Representative, Region IX, National Housing Agency, Seattle  
 Davis, Nellie - Housing Manager, Robison Courts, Housing Authority of the City Texarkana (Texas)  
 Dever, George J., Jr. - Maintenance Superintendent, Housing Authority of the City of Seattle  
 Epstein, Jesse - Executive Director, Housing Authority of the City of Seattle  
 Foster, J. Fagg - Head of Tax and Rent Section, Federal Public Housing Authority  
 Frank, Mrs. Clemence E. - Project Services Supervisor, Housing Authority of the City of Seattle  
 Freelove, Charles T. - Consultant to Manager, El Rancho Gallo Country Club and Victory Housing Project, Fort Worth (Texas)  
 Froman, Laura - Leasing and Occupancy Adviser, Region III, Federal Public Housing Authority, Washington, D.C.  
 Gail, Walter A. - General Housing Manager, Housing Authority of the City and County of Denver  
 Getz, George H. - Assistant Housing Manager, West Lodge, Federal Public Housing Authority, Wayne (Michigan)  
 Goshen, Theodore - Management Services Adviser, Region VII, Federal Public Housing Authority, Kansas City (Missouri)  
 Grant, J. W. - Assistant Housing Manager, Maffitt Village, Housing Authority of the City of Wilmington (North Carolina)  
 Hammer, William B. - Housing Management Adviser, Region III, Federal Public Housing Authority, Alexandria (Virginia)  
 Harper, C. W. - Executive Director, Housing Authority of the City of El Paso (Texas)  
 Hays, Marie F. - Housing Management Adviser, Region III, Federal Public Housing Authority Washington, D.C.  
 Hedstrom, H. H. - Executive Director, Twin Falls Housing Authority (Idaho)  
 Hill, Annie Ruth - Acting Manager, Henry Grady Homes, Housing Authority of the City of Atlanta  
 Hudson, S. W., Jr. - Resident Manager, Roseland Homes, Housing Authority of the City of Dallas

Kelsey, Henry - Housing Manager, Duration Dormitories, Housing Authority of the City of Bremerton (Washington)

Kommers, W. J. - Manager, Coplen Park, Federal Public Housing Authority, Spokane

Kwallek, Jackye L. - Project Services Adviser, High Point Housing Project, Housing Authority of the City of Seattle

Lee, James R. - Administrative Assistant to the Commissioner, Federal Public Housing Authority

Little, Roy M. - Director, Special Projects Division, Management Branch, Federal Public Housing Authority

Mamula, Milo D. - Assistant Manager, Arlington Heights, Housing Authority of the City of Pittsburgh

Margan, June W. - Project Manager, San Felipe Courts, Housing Authority of the City of Houston

Mathiasen, S. A. - Housing Manager, Prairieview Homes, Federal Public Housing Authority, Battle Creek (Michigan)

Maulsby, Lee David - Area Supervisor, Region III, Federal Public Housing Authority, Baltimore

McGuire, Marie - Management Supervisor, Housing Authority of the City of Houston

Meyers, Rebecca - Associate Project Services Adviser, Region VIII, Federal Public Housing Authority, Fort Worth

Neuharth, R. - Housing Manager, Encinal War Housing Project, Housing Authority of the City of Alameda (California)

Niehoff, Richard O. - Training Officer, National Housing Agency

Nissler, Carl, Jr. - Resident Manager, Holly Park, Housing Authority of the City of Seattle

Nordstrom, Emil A. - Executive Director, Housing Authority of the City of St. Petersburg (Florida)

Numsey, William T. - Housing Manager, Federal Public Housing Authority, Carmichael (Pennsylvania)

Patte, Sylvester F. - Housing Manager, Federal Public Housing Authority, Brooklyn (New York)

Patterson, Roy L. - Housing Manager, Housing Authority of the City of Los Angeles

Pratt, J. W. - Secretary & Housing Manager, Vineyard Hill Homes, Wheeling Housing Authority, (West Virginia)

Prendeville, Edward C. - Assistant Housing Manager, S. James Herman Gardens, Detroit Housing Commission

Reichert, Charles G. - Region II, Federal Public Housing Authority, New York

Schwartz, Sidney - Assistant Housing Manager, Cherry Hill Gardens, Acquacanlonk Gardens, Federal Public Housing Authority, New York City

Stern, Leon - Housing Management Adviser, Region III, Federal Public Housing Authority, Washington, D.C.

Swanson, Margaret L. - Housing Manager, Fairhaven Housing Development, Cory (Pennsylvania)

Tasch, George E. - Housing Manager, Federal Public Housing Authority, Rome (New York)

Turner, Samuel - Housing Management Adviser, Region III, Federal Public Housing Authority, Washington, D.C.

Vogel, Harold N. - Housing Manager, Federal Public Housing Authority, Coatesville (Pennsylvania)

Welch, Austin - Project Services Adviser, Region III, Federal Public Housing Authority, Takoma Park (Maryland)

Wilson, Louise R. - Manager, Englewood Gardens, Federal Public Housing Authority, Jackson (Mississippi)

Young, Albert - Housing Manager, Federal Public Housing Authority, New York City

## IN SCOTLAND—FREE RENT WEEK SYSTEM

It's against all tradition -- but in Scotland many public housing tenants enjoy "rent free" occupancy during several weeks of each year. The system and its advantages are briefed below in a statement from the October issue of "Housing," the official journal of the Institute of Housing, Inc., of Birmingham, England.

Arrangements for concentrating the charging of rents into less than 52 weeks in each year exist in a substantial number of places in Scotland, though, curiously enough, only in one of the four cities. In some cases the scheme is voluntary and in others compulsory, but opinion is unanimous that it is successful and economical from the Council's view point, as well as acceptable to the tenant.

The compulsory arrangement, which is most frequently met with, provides in the missive of let for the payment each week of one forty-eighth part of the annual standard rent, plus the due proportion of occupier's rates. A note is added to the effect that no rent is charged in four specified weeks each year, with the qualification that where rent is in arrear, collection will proceed during these weeks in the usual way. The number of free weeks is not always four. Some towns operate on a 50-week basis, and in one case rent is charged only for 46 weeks. In another town, where the thing has been reduced to a fine art, the missive provides for the weekly payment of the appropriate proportion of the rent, leaving the Council to define that term as meaning anything between one-fiftieth and one fifty-third part. The rent books, which last for one year only, bear the note—"No rent is required to be paid in weeks X and Y by a tenant whose rent card is clear."

Mention of the fraction "one fifty-third" indicates the probable origin of the free week arrangement. Where the 52-week system obtains, the vagaries of the calendar, assisted by the incidence of leap years, will necessitate a free week about every fifth or sixth year. That is unless the local authority wish to dispose once and for all of rent arrears; in that case they will forget about the free week, and in about forty years they will have accumulated a reserve equal to a full year's rent (other things remaining equal). But seriously, it is only a step from the incidental free week to the regulated one, and it is not unlikely that that is where the practice originated.

As has been mentioned, opinion is unanimous that the free week system is successful. Choice of weeks varies somewhat, but most commonly it is found that two free weeks are allowed at Christmas and New Year and two at the Trades' Holiday period, usually in July. The 46-week system allows four free weeks at the Trades' Holiday period. From the local authority's side, there

are the advantages that staff holidays in summer can be very largely concentrated into two weeks, and further, that arrears collections can be picked up in the free weeks. Moreover, there is a psychological aspect, for tenants called on during these special periods feel they are being singled out, and, if only for the sake of appearances, try to avoid recurrence. The local authority gets its money more quickly and with less work. There is a possible difficulty of apportionment in connection with changes of tenancy, an outgoing tenant might conceivably demand a refund of free period rent earned but not granted. This can be overcome by taking the free periods as they come and making no apportionments.

A tenant entering a day or two before Christmas will be fortunate; the outgoing tenant in the same circumstances will be the reverse. Experience, and a properly drawn missive, show that the difficulty of apportionment need never arise.

From the tenant's side, the scheme is equally satisfactory, though with the introduction of staggered holidays the benefit may have become more limited. The weekly addition to the rent, comparing a 48-week with a 52-week rent, is not large, but the value of four free weeks at times carefully chosen and acceptable to the tenant is quite substantial. Indirect taxation has sadly reduced the liquid equivalent of the New Year free week, to say nothing of the quality, while Christmas pudding is virtually unobtainable (even at the workhouse). These matters having been put regretfully aside, it is well established that the gradual and accumulating prepayment of a specified number of weeks' rent is consistent with Scottish notions of thrift. In other words, the tenants like it.

Whether the system to be introduced is voluntary or compulsory (and probably the latter is preferable), it is useful to have the views of the tenants. When this course has been taken, majority opinion has supported the free week system. Whether the system is economically justifiable in wartime may be another matter. If the tenants buy Savings Certificates in the free weeks, the answer is evident, but if they do not, it is hardly likely that even the most pernicious advocate of wartime austerity would deem it a serious criticism of a practice which has so many psychological, administrative, and practical advantages.

## JUVENILE DELINQUENCY

The percentage figures on juvenile delinquency for the current year as opposed to prewar years continue to mount. The United States Children's Bureau estimates that the number of delinquent boys appearing in juvenile courts increased about 8 per cent in 1942 over 1941, and the number of girls increased 31 per cent. The proposed solutions to the problem continue to emphasize:

increased supervised educational and recreational activities;

increased enlistment of young people in community activities and in the war effort.

### Housing Tenants Petition for Community Activities

Witnesses to this rising rate of juvenile delinquency have been not only municipal courts and welfare agencies, but public housing developments -- and this in spite of the fact that community activities have always been one of the most emphasized elements in the housing program. Re-

cently the tenant associations of seven California housing communities circulated petitions for submission to local and federal housing officials protesting the dismissal of community relations workers, on the main score that juvenile delinquency would be the inevitable result of undirected community programs. The president of one association explained the petition in these terms: "A year's residence in this housing development has taught that the work of a community services employee is indispensable in keeping juvenile delinquency at a minimum, in establishing a normal and orderly community life, in controlling noise and public nuisance and the destruction of public property, in creating healthier living conditions, both physical and moral, and in maintaining the American way of life. This service of planned educational, cultural and recreational activities for children and adults is an important factor in the continued high morale of war workers..."

#### Fire Prevention — San Diego

One of the less publicized manifestations of juvenile delinquency has been the fire hazards that result from long hours of unsupervised after-school play. The by now fairly well known case of the fourteen sticks of dynamite stolen by some boys in a San Diego housing project and tied under their beds for "safekeeping," did result in a constructive attempt to correct this form of delinquency — and prevent others. In San Diego there is now a Junior Fire Prevention Bureau. Members of the Bureau are known as Junior Fire Marshals and include the dynamite-stealing boys and youngsters caught turning in false alarms. These "delinquents" when caught by fire prevention officers, were subjected to stern, but constructive, lectures by the officers — and were then sworn into the Junior Bureau as "junior fire marshals." The practice was to get the toughest boys sworn in first, after which most of the others fell in line. The junior marshals meet regularly; are given instruction in fire prevention by lectures and moving pictures; are presented with official cards certifying appointment to the Junior Fire Prevention Bureau. The marshals are then assigned particular duties — reporting small children with matches, reporting places where rubbish has accumulated, spotting trailers stored or parked next to houses, keeping watch for brush and other types of fires.

#### Fire Prevention — Louisiana

A similar idea is now in effect throughout the state of Louisiana. A statewide association of junior firemen has been organized for the dual purpose of cutting down fire losses and reducing juvenile delinquency rates. To further the plan, a practical course on fire education is being taught in all schools in the state this year.

Under the Louisiana plan, boys aged 10 to 17 are eligible for membership after completing 16 hours of basic fire training and 10 hours of basic first aid training. Included in the curricula are instructions on recognition and elimination of fire and panic hazards, how to handle trash and inflammable liquids, and the various phases of preliminary fire fighting, such as use of extinguishers, water barrels, and sand.

#### WE PRESENT...



COMMITTEE  
CHAIRMAN  
LAWRENCE  
M. COX

Since 1941 Mr. Cox has served the Division as -- first -- a member and -- for the past two years -- Chairman of its Committee on Management of War Housing, a Committee that has contributed substantially to the efficiency of the public war housing program. In addition, Mr. Cox serves on two of the Association's Committees: Federal-Local Relations and Evaluation of Public Housing.

Mr. Cox has been in public housing since 1934 -- starting out in June of that year with the Housing Division of the Public Works Administration; transferring in 1937 to the United States Housing Authority, to become Special Assistant to Assistant Administrator Jacob Crane. In 1940 Mr. Cox left Washington to become Assistant Executive Director of the newly-created Housing Authority of the City of Norfolk (Virginia), where he has been since that time. His title is now Executive Director and General Housing Manager and he directs an 11-project program: low-rent, 671, demountables, trailers, dormitories, furnished and unfurnished TDU's, permanent Lanham, hotel for military personnel visitors, reception centers for inmigrant civilian war workers.

Mr. Cox was born in Norfolk and attended George Washington University. He has broadened his ten years of housing experience to include city planning and is now active in a campaign to revise the local planning commission. In addition, he is president of the Virginia Association of Housing Authorities and an active member of NAHO's Region III Council.

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Various cities throughout the state furnish badges for the junior firemen upon "graduation" -- and in some cases, regular graduation exercises are arranged. It has been suggested that boys over 16 be trained as auxiliary fire fighters -- being assigned the less dangerous jobs involved, as, establishing fire lines, doing routine work around a fire house and around fire engines.

#### Michigan Survey

The Governor of Michigan recently sent questionnaires on juvenile delinquency to 2000 local officials throughout the state, asking, among other things, for constructive proposals on how to counter-balance and correct adverse social conditions. The two means mentioned in the opening paragraph of this statement came first and the next suggestions were that there be a strengthening of religious influences, coordinating of the work of social agencies in the communities, extensive use of child guidance clinics, improvement of probation services, and restrictive laws governing local entertainment conditions. However, the survey indicated that the prime cause of delinquency was family discord -- and the frequent comment in this connection was: "We have no effective machinery to deal with parents of delinquent children."

#### Self-Imposed Delinquency Control

An example of how one community has put into practice the above proposal for "strengthening of religious influences" is the Senior Forum of the First Congregational Church in Winchester (Massachusetts). A delegation from this 150-member Forum was in New York during November and related how they, as juveniles, administer their own anti-juvenile delinquency program. The Forum is actually a Sunday School class -- a class that organizes its own instruction; solicits part-time jobs for its members at rates of pay standardized by the group for this purpose; dispatches delegations to carry on such jobs as: summer supervision of war workers' children in Dayton (Ohio) -- harvesting the apple crop of a nearby farmer -- working in a settlement house in Boston weekly -- visiting Boston jails weekly and conducting religious services there -- attending meetings of groups seeking to correct conditions of juvenile delinquency. By adding this last activity to the Forum's program, the 17-year old president says: "There won't even be a smattering of such a thing as juvenile delinquency in our group."

#### MAINTENANCE AND OPERATION

Conferences and training sessions on the techniques of housing maintenance and operating are becoming increasingly numerous. This summer two to four day meetings in Regions I, II, and VI were sponsored by the Federal Public Housing Authority's regional offices and at the Texas A & M College a 15-hour course on building maintenance is being given. Practical suggestions for grounds care, structural maintenance, heating plant operation, painting methods, operation of plumbing and electrical equipment, etc., were featured at all of the sessions. Proceedings of the Region II con-

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### USEFUL REFERENCE MATERIAL

#### RECREATION BULLETINS

The United Service Organizations, Inc., Empire Building, New York City, publishes a series of bulletins on group activities for use in USO clubs throughout the country. The bulletins cover such subjects as craft projects (complete with working diagrams, materials specifications, etc.); dramatics; outdoor programs; country dancing; group games; etc. They are available in limited quantity at prices that range from 15¢ to 25¢ each.



#### checklist for HOME SAFETY

The National Safety Council, 20 North Wacker Drive, Chicago, has published a home safety checklist that covers stairways, porch, yard, garage, kitchen, bathroom, dining room, living room, attic, basement, bedroom. The list could profitably be put into the hands of all tenants -- it is available from the Council at a cost of 50¢ per 100 copies.

In 1942 home accidents killed 30,000; injured 4,550,000. For every person killed, four more suffered permanent disability.

#### THE MASTHEAD

From left to right: Vice-President Henry Wallace; Adolph Slaughter, Jr., mayor of the Ida B. Wells Homes in Chicago; and Oscar C. Brown, Manager of the Homes. The scene -- the administration building of the Homes. After viewing the project, Mr. Wallace said: "When I came to this housing project I saw the dawn of the Common Man's future."

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ference are being sent to NAHO agency members with this Bulletin. They pose problems, record proven techniques, and suggest improvements for postwar project design.

#### Region VI—Series of Conferences

Miss Marion Neprud, Regional Management Training Adviser for FPHA's Region VI, this summer began a series of conferences for maintenance superintendents. The first such meeting convened in Chicago and all morning sessions were held in the central maintenance shop of the Jane Addams Houses. It is reported to have been the first meeting in the country exclusively for maintenance personnel and the continuation of the series at Indianapolis, Gary, and Springfield (Illinois) have proved the worth of the undertaking. A working session of the meeting is pictured below.



FIRST ALL-MAINTENANCE CONFERENCE IN THE COUNTRY (SEE ABOVE)

#### Region I—Maintenance Suggestions

A record of the "Questions and Answers" at the Region I conference of FPHA housing managers and maintenance superintendents on July 7 and 8 brings forward some valuable material. A copy of the booklet is available on loan from this office. Some excerpts from it follow:

**Substitute for Casein Paint**—"Several of the housing managers and maintenance men stated that Utilite (lead and oil) costing \$1.40 per gallon has been used in place of casein and has proved to be very satisfactory. At Airport Homes, Hartford, Connecticut, traffic white paint has been used instead of casein paint. Traffic white paint has a lead and zinc base and costs 90¢ per gallon. The statement was made that although the rooms were small, the cost for painting averaged about \$3.00 per room and the results were very satisfactory. It was also stated that plaster board takes resin emulsion paint better than plaster walls do."

**Mass-purchased Faucets**—"Question: What about the faucets on plumbing fixtures received on mass purchase or-

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## RECORD BREAKERS

### ATLANTA

"Can you top this?" asks Peter M. Lynch, Housing Manager of Techwood and Clark Howell Homes in Atlanta. "The Techwood-Clark Howell Tenants' Association has in the bank \$2300.00 and no outstanding obligations, having netted \$1600 on the Annual Carnival and Celebration of the opening of Techwood Homes."

### CORPUS CHRISTI

Frank Fox, former Assistant Director for Project Management, FPHA's Region VIII office (now in the United States Army), wrote this summer: "You will be interested in a letter we received recently from the Executive Director of the Housing Authority of the City of Corpus Christi. The Executive Director, Mr. Finley Vinson (now in the Army) writes that in January 1942 he called his employees' attention to the fact that rents were delinquent at the several projects in amounts from nine to thirteen per cent of the total monthly rent rolls, and since that date the staff has been working toward a perfect rent collection period. This objective was reached in July when every dollar of the current rent roll, approximately \$40,000, was collected.

. . . Friendly competition between the managers of the seven projects . . . tempered with good judgment, was credited with cutting the delinquency. . . . The Executive Director said: 'Either we have a very high type of person using our facilities, or we have some mighty good managers.'"

### NEW YORK CITY

Louise Blackham, Recreation Consultant at Hillside Homes, a limited-dividend project in New York City, in a report reviewing eight years of community life at the Homes, says: "In the absence of known standards on such participation, it is concluded . . . that a community consistently engaging members of 50% of its families in organizations of social, educational, or civic purpose, is a community alive and 'on the alert.'"

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ders? Answer: The faucets furnished by the Government through mass purchase are flimsy, poorly constructed, and brittle in texture. The great trouble is going to be a continuation of leaks. These leaks can possibly be overcome by (1) trying washers made of sheet lead; be careful to have them very smooth on the bearing side, and work them down to an even seat; or (2) if the above doesn't work, you may have to resort to ball-bearing faucet washers. While these ball-bearing washers are scarce, they still can be had, and it wouldn't be a bad idea to have each maintenance man given the authority to pick up a few at a time wherever he sees them.

## SOCIAL WORKER—HOUSING MANAGER RELATIONS



The official publication of the Family Welfare Association of America, "Highlights," in July of this year published a statement on the working relationships of the Houston Family Service Bureau and a low-rent project of the Housing Authority of the City of Houston. Excerpts from the statement appear below.

As soon as tenant selection began, the project manager requested information on applicants known to social agencies. When she requested information regarding cases known to the Family Service Bureau, we felt a responsibility to give pertinent information that would be helpful in determining whether the applicant could adjust in the Housing Project. Here was an opportunity to interpret the function of the agency to a person who would have contact with many families and could further interpret the service of the agency to those families having difficulties. Early in our relationship with the Housing Project, responsibility for all contacts was delegated to one worker, for it was felt that this would be helpful to the project manager and would facilitate referral. From the point of view of the agency, it would be more efficient for one worker to know the project staff and the particular resources of the Project available to the families.

As the relationship with the Project has continued, we have been increasingly aware of the effects of project living conditions on family problems. We have seen the beneficial effect of adequate housing, but we have also seen some negative aspects of the close neighborly rela-

tionships that naturally develop in a housing project. Because of the social purpose of a project, management inevitably has a strong sense of responsibility for the tenants. Breakdown of any family in the project becomes a matter of concern to the manager and, in fact, to the project as a whole. Unsocial behavior in one family can reflect on all families.

Because of this unusually significant relationship among tenants and between tenant and management, any variation from accepted standards—ranging from poor housekeeping to family conflicts—is reported to the management. While disturbed families may resent such neighborly intrusion, there may also be a heightening of the families' concern about their problems and additional motivation to use an agency. Families enjoy living in the Project and want to continue even if subjected to disapproval.

The Housing Project and the agency have a mutual interest in helping families meet certain needs and each has something different to offer the family. The Project provides adequate housing and wholesome community life. The agency provides the case work service that enables disturbed families to make the best use of a good environment.

## LOCAL GROUPS OF MANAGERS

► Housing managers in the Puget Sound area of Washington have formed an informal organization that meets quarterly at various housing developments within the Region for one day conferences on pressing management problems. Mr. J. R. Adams, Resident Manager of the Seattle Housing Authority's Yessler Terrace, heads the group.

► Another group in the Los Angeles metropolitan area has been meeting periodically.

► Connecticut managers have an informal state association.

••• Although there is no provision for the formal affiliation of such groups with NAHO or its Management Division, the exchange of management experience at the local level is definitely encouraged and it is hoped that the work of such local groups will be reflected in constantly improved management sessions at NAHO regional conferences.

**For the Smoker-in-Bed  
Here's a gadget real neat:  
A cast-iron mattress  
And a fireproof sheet.**



The above is Safety Poster No. 1 of the Federal Public Housing Authority -- available on request. It is 10" wide -- 14" long; in three colors -- black, white, yellow. Its principal usefulness would be in dormitory projects -- but it's a good motto to hang over any mantel.

## HINTS TO THE HOUSING MANAGER

### BACKYARD COUNCILS

► Mothers at the Ida B. Wells Homes in Chicago this summer tried out a new idea in community organization -- in effect decentralizing community activities to function through "backyard councils." Because of the size of the project (1562 units), such decentralization seemed a good way to encourage greater participation in project affairs. The "backyard councils" are made up of groups of people living in a natural area -- for instance, in four buildings that face on one central play area. The project women say they like the idea -- they can go to the meetings in house dresses; can stay within hearing distance of sleeping children.

The first area activity to be undertaken was supervision of children's games. With the mothers gradually drawn into the group, adult education programs were initiated and the activities of the councils were related to the community-wide program.

### JUNIOR COMMANDO REWARDS

► The clean-up squad at James Weldon Johnson Homes in Philadelphia, known as the Junior Commandos, works on a merit system. When it was demonstrated that a good job of keeping people off the lawns had been done, the Commandos were given badges and whistles.

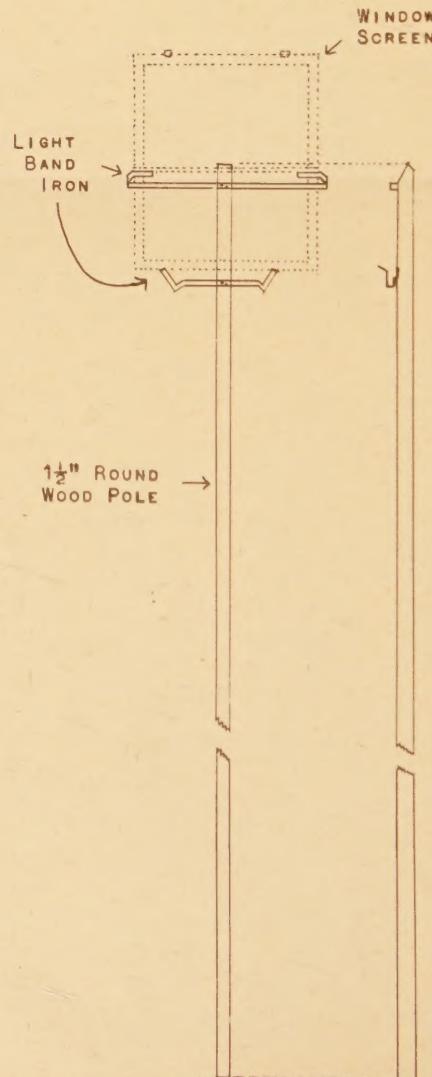
### DELINQUENCY — VACANCY FINES

► At Banning Homes, a war housing project in San Pedro (California), a late charge of \$1.00 is assessed if rents are not paid at the close of business on the seventh calendar day of the month and an extension has not been arranged. If on the tenth day the rent is still unpaid, a notice to pay or vacate is served and an additional charge of \$2.50 is levied to cover cost of prepar-

ation, filing, and delivery of the vacate notice. Tenants wishing to vacate premises are required to give seven days written notice -- otherwise, they are assessed an additional seven days' rental.

### SECOND STORY WINDOW SCREENS

► John E. Peterson, Housing Manager at Cabrillo Homes in Long Beach (California) submits the following sketch of a device developed at Cabrillo Homes for the removal and re-hanging of second story screens without the use of ladders -- reporting a cut in labor cost for the job of 50 per cent.



### RENT PREPAYMENT

► A total of 542 Memphis Housing Authority tenants have prepaid their rents in the amount of \$3302.16. The September 1941 HOUSING MANAGEMENT BULLETIN noted that by encouraging such prepayments, managers enable tenants enjoying seasonal employment and earning money in excess of current needs to establish off-season security -- hence, prevent evictions because of rent delinquency.

### POLICEMAN HIRED BY MEN'S CLUB

► At Elizabeth Park Homes in Akron the Men's Club maintains a special policeman to patrol the area nightly. Because the development is a war project, many women war workers are coming and going at all hours of the night and children are allowed out beyond curfew without supervision. Since the policeman went on duty, women have expressed particular appreciation of the service and children's pranks have virtually ceased.

### SAFETY CADETS

► To maintain the low accident rate at Greendale (Wisconsin) a Safety Cadet corps was in operation this fall to protect children on their way to and from school. During the winter the full crew is not to be on duty but a bicycle squad is to carry on -- then, in the spring, the program will continue as before. As a reward for the corps' services this fall, the Greendale Theater manager entertained the group at a theater party..

### CHRISTMAS CARDS PURCHASE BOOKS

► The librarian at Merrimack Park in Norfolk (Virginia) has been selling Christmas cards to tenants and using the profits to purchase new books for the library. Since the idea has proved useful, the librarian has announced she will now sell greeting cards of all kinds -- and buy more books.



